

BOOST

Program

ROUND 2

How Tailored Technical Assistance is Building Equity and Resilience for Under-Resourced Cities in California



Funded By:



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Executive Summary

The BOOST Program was created by the Institute for Local Government (ILG) with funding and support from the California Strategic Growth Council (SGC). BOOST Program Round 2, which began in 2021, was based on the BOOST Pilot Program, which began in 2019 and helped 10 cities and two regions build capacity to advance their climate and equity goals. The 18-month pilot was designed to provide flexible and responsive technical assistance to address the varying and evolving capacity challenges of local governments, while also sharing best practices and lessons learned to help inform state programs. The BOOST Program provides customized and tailored support to help communities:

- **BUILD** awareness of funding opportunities available to address climate action.
- **ORGANIZE** projects to be best positioned to meet goals.
- **OPTIMIZE** existing resources and build more capacity.
- **STRENGTHEN** relationships with key stakeholders and identify new opportunities for regional engagement and collaboration.
- **TRANSFORM** their approach to addressing climate action.

Building upon the success of the BOOST Pilot Program, the California Strategic Growth Council selected ILG to administer the 2021-2023 BOOST Round 2 Program, with support from a broader team including California Coalition for Rural Housing, Climate Resolve, and Farallon Strategies.

The second round of the BOOST Program began with a backdrop of the COVID pandemic, some of the most destructive weather in the state's history, contentious elections, financial shortfalls, and a multitude of other challenges. While state and federal funding were at a historic high, local governments needed support accessing and deploying these funds to help address these numerous challenges. More than 20 communities applied for the BOOST Program to help discover innovative ways to build local government capacity, optimize existing resources, strengthen community partnerships, and transform their approach to address and fund climate, resilience, and environmental justice activities.

After a rigorous application review and interview process, ILG and SGC selected seven cities: Barstow, La Puente, Maywood, McFarland, Needles, Rialto, and South San Francisco, to receive tailored technical assistance and capacity building support through a two-year cohort style program.



BOOST Team Tours South San Francisco with City Staff



The primary goal of the BOOST Program is to help these under-resourced cities prioritize climate and equity issues and bring much needed grant funding to support community goals.

The primary goal of the BOOST Program is to help these under-resourced cities prioritize climate and equity issues and bring much needed grant funding to support community goals. Many of these cities lacked dedicated staff for planning, housing, and climate initiatives, grant development, and/or community engagement. As a result, many were not in compliance with local planning requirements such as housing elements, safety elements, local hazard mitigation plans, and/or voluntary documents such as climate action/resilience plans. Moreover, many of these cities have suffered from low budgets, high staff turnover, and/or challenging political dynamics. Nevertheless, they all demonstrated a strong desire and dedication to making their communities safer, more prosperous, and more equitable places to live.



Needles Tribal Playground

The BOOST team worked with each of the seven communities to develop customized capacity building roadmaps to help each community reach their goals. Through the duration of the program, the BOOST team helped these communities by:

- Researching and reviewing more than 60 grant opportunities.
- Securing more than \$23 million in grant funding to support climate and equity projects.
- Providing in-depth public engagement training for 32 staff and a specialized leadership training for five city council members.
- Planning and facilitating 20 community conversations and/or engagement events and three surveys.
- Assisting two communities with obtaining and maintaining compliance with state mandates including supporting the development of a Housing Element, an Environmental Justice Element, and a Safety Element.
- Providing technical support or securing grants that resulted in four new or updated planning documents.
- Identifying more than 60 projects that could qualify for state or federal grant funding.
- Connecting BOOST communities to three additional technical assistance programs.
- Developing articles, social media, and newsletters that highlighted community success.
- Making connections to numerous state, regional, and community stakeholders and setting the stage for long-term partnerships.

Program Overview

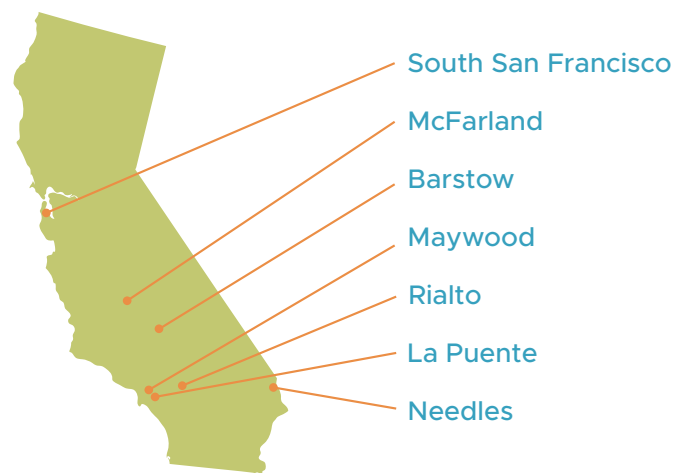
This round of the BOOST Program focused on seven cities in California. These cities were selected through a competitive application process that took into consideration a variety of factors including being designated as under-resourced, disadvantaged, or particularly vulnerable to climate risks. All BOOST communities demonstrated a clear desire to work on climate-related issues and a willingness to learn and grow through this program. The BOOST communities included the cities of Barstow, La Puente, Maywood, McFarland, Needles, Rialto, and South San Francisco.

The premise of this program was to provide flexible technical assistance to address each community's capacity issues with the goal of sharing best practices and lessons learned to help inform state programs. While individual memorandums of understanding were developed with each individual partner based in their needs, the overall goal of the program was to:

Key offerings of the program included:

- Grant writing assistance/ project development
- Connection to existing state technical assistance programs
- Capacity building, including securing program fellows and identifying community partners
- Climate action and resilience planning
- Training, consultation and facilitation to foster authentic and inclusive public engagement
- Peer-to-peer learning opportunities
- Communications support to promote success

BOOST Round Two Locations



Program Successes

A Focus on Planning

A key element of competitive and successful grant applications is having long-range planning documents, including those required by the state such as general plans, housing elements, and environmental justice elements, among others. Having these documents in place, and up to date, can help local agencies more quickly mobilize to take advantage of funding opportunities, identify eligible projects for grants, and internally better understand their communities' vision for the future.

The BOOST Program is designed to build capacity for communities that historically have not been competitive for California Climate Investment funding. While many of the BOOST communities were excited for the grant writing support, many quickly found that they lacked the planning documents that would make them competitive for grant opportunities. For example, the CalOES Building Resilient Infrastructure and Communities (BRIC) grant requires the jurisdiction to have an approved local hazard mitigation plan to apply. This requirement disqualified four of the BOOST communities from applying. Programs such as the SoCal Gas Climate Adaptation and Resilience Grant, the CalOES Local Hazard Mitigation Grant Program and Local Hazard Mitigation Plan Match Program, were crucial in providing funding to support local hazard mitigation plans in BOOST communities.



It is also important to note that the Department of Housing and Community Development's SB2 and Local Early Action Planning (LEAP) Grant Programs were also critical to helping cities update their planning documents, many of which were decades old. All these grant programs were designed with generous timelines, technical assistance, and accessible applications that allowed low-capacity agencies to obtain the needed funding without overwhelming staff.

Farallon Strategies provided consultation to many of the BOOST cities that were developing RFPs for planning projects. They also developed draft elements, such as the safety element for La Puente, when the city was unable to find the funding needed to hire a consultant. In addition, Farallon Strategies led one of our most impactful Communities of Practice sessions that focused on plan integration, which helped BOOST communities understand the statutory requirements of climate resilience planning, the timelines for implementation, and how communities can achieve environmental justice and climate resiliency through proper planning and land use decisions.

Prioritizing Collaboration

Climate risks and challenges, like many challenging policy issues facing California cities, do not stop at jurisdictional boundaries. In order to make significant and lasting progress towards a more sustainable and resilient state, local agencies need to work together with their communities, the state, other local and regional agencies, and other stakeholders to leverage funding, create partnerships and coalitions, and build capacity.

In many low-capacity cities, staff wear many hats. Some BOOST communities had staff that had been working for the city for decades, while others were challenged with high staff turnover due to heavy workloads and comparatively low salaries. In acknowledgment of this, the BOOST team worked hard to engage various members of city staff and even local elected officials in meetings to ensure that the responsibilities related to the BOOST partnership did not fall on just one person. In cases where one person was the primary contact, the city was often not able to fully maximize the benefits from the BOOST Program, especially in the event of staff turnover. Involving many staff members also allowed the BOOST team to assist the cities with multiple projects at once. In the City of South San Francisco, where the team had three staff routinely on check in calls, the BOOST team was able to write a grant and research a training opportunity, while also planning a community engagement activity at the same time. Because each city staff member was lead on a specific project, it was not overwhelming for the city to have three projects happening at the same time. As a result, the team was able to accomplish more in less time.

Furthermore, the BOOST team has had great successes in cities where the council or city manager championed the partnership. In the City of Maywood, the city manager was the main contact. She was able to facilitate and communicate the training needs of the city council, the planning needs of the city, and optimize BOOST support by deploying various staff members for priority projects. The same was true in the City of Rialto. The partnership received additional buy-in from staff once the assistant city manager was engaged who was able to help involve the city team in grant writing and public engagement activities.



Fostering Ongoing Community Engagement

Understanding the priorities and desires of the community is a constant need and responsibility of local governments throughout the state. Whether it is to help inform plans, policies, or grant-funded projects, the need to ascertain the community's priorities is necessary and constant. Yet, community members, especially the most vulnerable, often have time constraints and do not always feel that engagement with city staff is an effective use of their time. Therefore, it is important to develop community outreach in an efficient, respectful, and engaging way. To foster this, ILG offered its two-day, in-depth TIERS Public Engagement Training to all BOOST communities free of charge. The TIERS Training offers a framework that helps local government staff master the public engagement process and build trust in their communities.

In addition to the training, ILG offered a Community of Practice on the topic of community engagement and helped several BOOST communities develop comprehensive public engagement plans for projects, including Maywood's climate action and adaptation plan, La Puente's safety element and environmental justice element, and Rialto's general plan update. In South San Francisco, ILG worked with the city to bring together several key nonprofit organizations with informal community stakeholders, elected officials and city staff to hold a community conversation where each shared their priority projects, tips for engaging diverse communities and updates of future plans. The team felt that allowing the space for community members to discuss general needs, priorities and strategies was important to foster trust and collaboration. While this conversation was specific to one of the most disadvantaged areas of the city, councilmembers liked the idea so much, they each expressed interest in hosting one in their district as well.

Developing Time Saving Strategies for Grant Applications

Helping cities identify which grants to pursue can be as beneficial as helping write the grant. The BOOST team spent a great deal of time analyzing grant opportunities, holding consultation calls with state program grant managers, and talking to city staff about how a potential project aligns with the scoring criteria of a particular grant before discussing project ideas. In addition, the BOOST team often collaborated with partner communities to understand the reporting requirements of a grant program and did a cost benefit analysis to determine if the grant opportunity was worth the continued labor it would require for project implementation and reporting.



In total, the BOOST team had discussions with partners about more than 60 projects that could qualify for state or federal grant funding. In the end, the BOOST team wrote, or helped write 30 grants resulting in more than \$23 million in funding. In many cases, BOOST communities did not have a competitive project or did not meet threshold requirements of the grant program because they did not have sufficient planning documents or community input. In other cases, it was because they did not meet the geographic priorities or target funding amount of the grant opportunity. Not going after opportunities where BOOST communities were less competitive saved the BOOST communities valuable time and resources that could be spent in other ways.

Connecting Partners to Other Technical Assistance Programs

In the past several years, federal, state, and regional grant programs have begun offering technical assistance to specific communities to help prepare them and apply for grant opportunities. In an effort to address the holistic needs of the BOOST cohort, the team connected participants to several technical assistance programs including the California Department of Transportation's Active Transportation Program, Southern California Association of Governments' Supportive Housing Program, and the Department of Housing and Urban Development's Distressed Communities Program. This helped participating BOOST communities to form new connections to other technical assistance providers at the regional, state, and federal levels. One of the benefits of the design of the BOOST Program is the team's ability to gather deep insight into the needs of each community and can help them assess the benefits of additional technical assistance programs and opportunities. In addition, this helped expand the partnerships and relationships of the BOOST communities so that they can continue to leverage support after the conclusion of the BOOST Program. The BOOST team was also able to connect partners to other contacts that could support them on future projects including representatives from state agencies, energy efficiency programs, state-utility programs, and regional agencies.



BOOST Community Highlights

► City of Barstow

About the City

The City of Barstow is an under-resourced community located in central San Bernardino County on Route 66. It is one of the few cities left with a long stretch of historic Highway 66 still functioning as the city's Main Street through downtown. Once a booming destination for travelers with many roadside attractions, hotels, and restaurants, the development of Interstate 15 and Interstate 40 severely impacted the local economy, routing tourists away from the vibrant downtown.

Through the BOOST Program, the City of Barstow sought support with grant writing, training, planning, and public engagement activities. The BOOST partnership began just as the city was seeking to embark on a general plan update, which involved engaging the community in re-envisioning the city's future. During the BOOST site visit, the program team met with Barstow staff and members of the community to better understand the community's priorities and opportunities to collaborate. Many community members shared that they hoped the BOOST partnership could help the city revitalize Barstow's downtown and diversify its economy through strategic land use decisions.

Program Outcomes

In Spring 2022, the BOOST team helped the city craft a \$4.9 million grant application for the CalTrans Clean California Grant Program to help clean up and beautify Barstow's downtown corridor by adding gateway monuments, proper lighting, public art, landscaping, shade structures, a park, and a public right-of-way that aimed at increasing access and celebrating the city's rich history. Unfortunately, due to technical issues, this application was not accepted in the first round. While this was disappointing, the project team vowed to continue its efforts to get Barstow the funding to reach its goals. Throughout the next year, ILG worked with the city to increase public engagement and update its Clean California application, which was submitted for the second round of funding in April 2023. The city will be notified of the status of their application and any possible funding in late Summer/Fall 2023.



Barstow Mural



BOOST Team with Barstow City Staff

ILG helped the city apply to receive technical assistance for the Active Transportation Program (ATP), which led to the **development of a \$9.9 million grant proposal** for ATP Cycle 6 funding through CalTrans. Barstow was **awarded \$5,742,500 in funding** through the Southern California Association of Governments.

BOOST Program team members California Coalition for Rural Housing (CCRH) and Farallon Strategies took the lead on assisting the city in developing applications for several federal grant programs. In order to support the transportation work and its effects on the Barstow community, the BOOST team assisted the City of Barstow in applying for the US Department of Transportation’s (US DOT) Thriving Communities Grant Program. The program was oversubscribed (311 applicants and 60 awards), and despite the City of Barstow’s “highly recommended” submission, other communities in need were selected. The US DOT Distressed Communities team has encouraged Barstow to apply again in the upcoming FY2023 funding round. Although Barstow was not selected, it familiarized the city staff with the process of applying for federal assistance programs.

The BOOST team also assisted the City of Barstow with applying for additional technical assistance through the United States Department of Housing and Urban Development’s (HUD) Distressed Cities Program.

Barstow’s application was accepted into the program, and technical assistance will continue to help address the housing needs of Barstow.

After assessing the project’s competitiveness for an Affordable Housing Sustainable Communities grant, CCRH recommended that Barstow pursue SGC’s Transformative Climate Communities opportunity instead and is now working with Barstow on their application for Round 5.

Climate Impacts

The City of Barstow has a high desert climate, suffers from extreme heat and reached an all-time record high temperature of 118 degrees Fahrenheit in 2021. Extreme heat events have led to poor public health outcomes due to drought-aggravated particulate matter that contributes to bad air quality in the community. Unfortunately, the city lacks the staff capacity to sufficiently address climate issues.

To address this challenge, the BOOST team supported the city in applying for the California Office of Emergency Services (CalOES) JumpStart Grant, an innovative program aimed at supporting socially vulnerable and high-risk communities with developing and implementing climate resilience plans. In June of 2022, CalOES named the City of Barstow as **one of just six organizations to receive its first-of-its-kind grant**. The **grant award of \$732,000** allowed the City of Barstow to **increase its capacity by hiring a Chief Resilience Officer (CRO)** to



Barstow, California

develop and implement local climate resilience strategies and initiatives over the next three years. This effort will be incredibly important to the future of this desert community. The CRO will add much needed capacity to the city's small but mighty staff, who already wear many hats.

Through their work with Barstow, the BOOST team worked to establish community partnerships and connections with grant managers which flourished during this exploration process. The BOOST team also assembled a list of other housing and community development grants from a variety of partners that could assist Barstow in the future.

[Here is a link to that document.](#)

Providing Professional Development for Staff

Much of Barstow's success can be attributed to its dedicated staff. Recognizing that some city staff were new to their roles, the BOOST team worked to connect Barstow staff with professional development opportunities, including providing training on SB 743 to discuss the new law and how it will affect the determinants of environmental impacts and streamlining for new development in the city. CCRH also followed up with guidance for including SB 743 into the city's day-to-day procedures, such as their plan submittal checklist for new development. The BOOST team also connected city staff with the American Planning Association to connect Barstow staff with other planners and provide the city with additional trainings and resources.



Genesis Jordan and Domingo Gonzales

“Working for a small city with staff that wears various hats, it can be hard to prioritize taking advantage of all the opportunities offered to us. The BOOST team helped alleviate some of those stresses by assisting our staff with grant applications, putting together RFQs, and the list goes on. This program helped me expand my understanding about climate change, climate resilience, and housing issues in our community and kept me motivated to keep going.”

— Domingo Gonzales,
Engineering Services
Administrator, City of Barstow

“In my new role, planning and climate resiliency was really new to me. Having secured the funding to hire a Climate Resilience Officer is a really big deal for a city like Barstow.”

— Genesis Jordan, Planning and
Development Administrator,
City of Barstow

► City of La Puente

About the City

Once home to the largest walnut packing plant in the world, the City of La Puente is now a small, residential, predominantly Latino community located in a heavy industrial core of Los Angeles County. La Puente is an under-resourced community and lacks the resources and advancements that many of its neighboring cities have achieved.

With support from the BOOST Program, La Puente set out to enhance city staff's public engagement and partnership development skills, learn about climate action strategies, and advance environmental justice through planning, education, outreach, and securing grant funding.

Program Outcomes

Early in the partnership, the BOOST team focused on securing grant funding for the city, exploring the Clean California Grant, Urban Greening Grant, Youth Community Access Grant, Edible Food Recovery Grant, and the Active Transportation Program Grants. However, the team was ultimately not able to identify a competitive project for any of these grant programs. It was difficult to get traction as the city contact, the city's only senior planner, was concentrating on completing the city's housing element update. Things changed dramatically when the BOOST team **secured \$50,000** from the Southern California Gas Company's Climate Adaptation Planning Grant Program to aid the city in **updating its local hazard mitigation plan**.



La Puente Staff with BOOST Program Team Conducting Community Engagement for the Environmental Justice Element

“Early on in the partnership, BOOST felt like another responsibility. I feel like I wasted time in the beginning because I was caught up in getting grants, but then I realized that the real value of BOOST was adding capacity. They helped me set goals, stay on time and get the work done, when I was so overwhelmed trying to complete so many projects.”

— Abraham Tellez, Senior Planner,
Development Services, City of La Puente

Developing the City's First Environmental Justice and Safety Elements

The team quickly switched gears to provide assistance with city planning efforts. ILG took on the responsibility of **developing the city's first environmental justice element**, while BOOST partner Farallon Strategies led the **safety element update**. These efforts were designed to complement the update of the city's local hazard mitigation plan, which was being updated by a consultant using funding secured through the SoCalGas grant.

Over the course of several months, the BOOST team worked with the city to **develop a public engagement strategy and a stakeholder working group** that would inform the environmental justice and safety elements. The team developed a flyer that explained the planning efforts and a survey in both Spanish and English to reach a diverse group of community members. The BOOST team also conducted stakeholder interviews and hosted booths at several community events to raise awareness of the planning efforts and get a better understanding of the community's needs and concerns. With this information, the BOOST team developed drafts of the environmental justice and safety elements. The City of La Puente is now compliant with numerous state laws including SB 1000, SB 370, AB 747, and SB 99, and has a better idea of community-led solutions that address safety, climate resilience, and equity in the city. In addition, **achieving compliance in these areas allows the city to be eligible for and more competitive for future funding opportunities.**



La Puente Kids Playground

► City of Maywood

About the City

The City of Maywood is situated in the Gateway Cities region of Los Angeles County. It is the densest city in California and is home to 27,000 residents in just 1.18 square miles. Once completely managed by outside consultants, the city now has a small team of 17 full time staff.

Maywood is among the poorest communities in Los Angeles County, with limited resources to improve the situation. The city is bordered by the Los Angeles River and 710 freeway on one side, and industrial lands and railroad yards on the other, leaving little room for greening efforts. Because of the proximity to freeways leading to the Port of Los Angeles, a great deal of cargo moves by freight and rail through Maywood. Poor air quality, drought, and insect borne diseases have severely reduced the city's urban forest.

With the support of new leadership on the city council, the city is determined to revitalize the community. In the past few years, the city has found success in bringing in state funding for tree planting, urban forestry planning, park improvements, and litter abatement. In 2017, the city received a Cal Fire Urban and Community Forestry Grant to support the planting and maintenance of nearly 700 trees. The trees planted were selected for their higher-than-average ability to sequester carbon and were planted in partnership with local nonprofits and schools. In 2020, the city received a grant from the Active Transportation Program to develop pedestrian and bicycle master plans, ensuring that safety for people walking and biking will remain a priority for Maywood.

The city wanted to participate in the BOOST Program to build on these successes and optimize partnership opportunities with governmental and non-governmental agencies, capitalize on grant opportunities, and increase staff capacity to plan and implement community priorities related to climate and equity.

Program Outcomes

The BOOST team had an early win, **receiving \$50,000** from a SoCal Gas grant in 2021 to **fund the city's first climate action and adaptation plan**, which will be the city's roadmap to reducing greenhouse gas emissions and making their community more resilient to the effects of climate change. The team used the money to contract with Environmental Science Associates (ESA) to lead the development of the plan. ILG focused on developing a comprehensive public engagement approach to help inform the planning efforts. In addition to a survey that was developed in Spanish and English, the BOOST team conducted



The City of Maywood Staff with the BOOST Program Team

In the past few years, the city has found success in bringing in state funding for tree planting, urban forestry planning, park improvements, and litter abatement.

stakeholder calls and engaged community members at public events, such as the city’s Halloween Event that was attended by hundreds of local families. Some members of the team engaged the children in climate-themed coloring pages, while others spoke to parents about their concerns and priorities in their preferred language.

The BOOST team also submitted a CalTrans planning grant for the city, which requested funding to complete the climate action and adaptation plan. As of August 2023, this funding is still pending.

While the BOOST team notified and consulted the City of Maywood about many grants throughout the duration of the partnership, most of the grants were written by a consultant contracted with the city. Throughout the duration of the partnership, the city **received more than \$3.2 million in grant funding**, which included \$1.5 million to upgrade the city’s sewer infrastructure, \$1 million to support the renovation and equipment upgrades to the city’s emergency operation center, and several other grants to support city planning, food waste recovery, and urban greening and beautification projects throughout the city.

Conducting Council and Staff Leadership Training

Maximizing the full suite of BOOST Program offerings, the City of Maywood took advantage of ILG’s offer for a **customized city council leadership and governance training**. ILG facilitated **three leadership and strategic planning workshops** for the City of Maywood’s council and executive staff. The first session focused on the attributes of effective councils and roles and responsibilities. The second session engaged the city council in a discussion about the city’s vision and resulted in draft vision statements for the council’s input. The final session included a strategic planning discussion about the council’s primary policy and operational priorities for the near-term. This process set the city up to make progress on goals around housing and economic development, among others. ILG planned and facilitated each of the sessions in collaboration with Maywood’s city manager and provided a final report including summaries from the sessions and strategic recommendations for the council.



Maywood Halloween Event

“The BOOST team has a great understanding of local government operations. We really appreciated the new connections they helped us make, the cooperative planning efforts and how the team assisted us in becoming better local leaders.”

— Jennifer Vasquez, City Manager, City of Maywood

► City of McFarland

About the City

The City of McFarland is located in Kern County and has a rich history that was depicted in the movie “McFarland, USA,” which chronicles the incredible achievements of the local high school’s cross-country team. The city applied for BOOST to address funding and capacity concerns, particularly to receive assistance determining which grants to pursue and training writing grants.

Program Outcomes

One notable accomplishment was **securing a \$490,000 Clean California Grant** which will fund a community garden and trail/bike path, aiming to establish connectivity to the pedestrian bridge, transform underdeveloped public spaces into an interactive and sustainable green area, and advance health equity, economic opportunity, and community resilience.

Additionally, the BOOST team assisted McFarland in **securing funding for a CivicSpark Fellow** to support the city from January 2023 to September 2023. This fellowship, sponsored by the Golden State Environmental Justice Alliance, will contribute to various planning efforts, provide support for infrastructure projects, and conduct research on resilience plans and policies, thus bringing additional staff capacity to a small city.



McFarland Trunk or Treat Event

Conducting Meaningful Community Engagement

Recognizing the importance of inclusive community engagement, McFarland and the BOOST team collaborated to prepare for the city’s annual Trunk or Treat event. The ILG team provided guidance on how to engage residents in a meaningful and enjoyable manner and helped develop materials in both Spanish and English. The focus of engagement was to showcase the city’s accomplishment in securing funding and bringing affordable housing opportunities, public safety, and park projects to the community. At the event, the city also asked residents about their vision for a thriving and vibrant McFarland to inform future grant proposals and planning initiatives. The primary objectives of these efforts were to educate the public about the city’s achievements, actively involve them in future planning, establish trust, and cultivate a strong sense of pride and appreciation for the positive impact of the city’s work on residents’ lives.

Recognizing the importance of inclusive community engagement, McFarland and the BOOST team collaborated to prepare for the city’s annual Trunk or Treat event.

McFarland's accomplishments under the BOOST Program exemplify its dedication to community. Through securing grants, fostering fellowship programs, and actively engaging with residents, the city is forging a resilient future where every individual can thrive and actively participate in shaping their community. Guided by a proactive approach to planning and community engagement, McFarland is a resilient city on a transformative journey.

“Through the BOOST Program, McFarland has achieved a few milestones, including expanding its capacity by securing a Civic Spark Fellow who will support meaningful and transformative projects, help us to identify new opportunities and promote inclusive community engagement. McFarland is committed to bringing projects that make a meaningful impact on our community and empower residents to shape their future.”

— Paul Saldana, Community Development Director, City of McFarland



City of McFarland Staff with BOOST Program Team

► City of Needles

About the City

The City of Needles is a small rural town of under 5,000 residents located in San Bernadino County on the eastern edge of the Mojave Desert. On any given day in the summer, there's a good chance that Needles is the hottest place in the entire United States, with temperatures rivaling those in Death Valley. The city applied for the BOOST Program hoping to find opportunities to upgrade its infrastructure, address water insecurity, and explore clean energy initiatives.

Program Outcomes

In the early months of the BOOST Program, ILG helped the City of Needles write a successful grant proposal for the Clean California Grant Program. The proposal was **funded for \$2,179,702** for the Marina Park First Beach Project, which aims to transform an underutilized area along the Colorado River into a shaded park with seating, native trees and plants, a walking path, and a play area for children. When completed, the site will have a public restroom, drinking water fountains, trash bag stations, and safe access to the riverfront, which will help rehabilitate an unusable public space to one that demonstrates its cultural significance and fosters local pride.

The BOOST team also helped Needles write grants to support composting, planning, and active transportation projects. The city's **\$1.5 million** Active Transportation Program Grant, which will repair and add sidewalks throughout the city allowing school children and seniors to walk safely to their destinations, was recommended for funding to the Southern California Association of Governments by the San Bernardino County Transit Authority.

While the BOOST team continued to research new grant opportunities throughout the partnership, supporting the city's planning efforts and getting them on a path to compliance quickly became a priority.

The city's general plan was last updated in 1986, and the housing element had not been updated since 2005, making it out of compliance for several cycles and preventing the city from applying to state funding programs. Thanks to the assistance of the Department of Housing and Community Development's (HCD) Local Early Action Planning (LEAP) Grant Program and the CalTrans Sustainable Planning Grant Program, the city obtained **funding to update its housing element and transportation element**, both of which were developed by a consulting team throughout the duration of the BOOST partnership. Upon completion of these general plan updates, ILG and California Coalition for Rural Housing (CCRH) worked with the city to apply for additional technical assistance to help reach its housing goals. With grant writing support from the BOOST team, the City



City of Needles Staff with BOOST Program Team by the Colorado River

The City of Needles applied for the BOOST Program hoping to find opportunities to upgrade its infrastructure, address water insecurity, and explore clean energy initiatives.

of Needles was **awarded technical assistance** from SCAG’s Supportive Housing Technical Assistance Program and the Housing and Urban Development (HUD) Distressed Communities Program. **These programs will continue to offer the city support long after the BOOST Program concludes.**

The BOOST team partnered with Placeworks, a private consulting firm, to help the city apply for the state’s Prohousing Designation Program. In April, the City of Needles became one of just a couple dozen local agencies, the first rural community, and the smallest city (so far) to receive the prestigious designation. This designation will not only help Needles attract developers, but it will also help the city become more competitive for various state funding programs in the future. This designation also qualified the city to apply for the Prohousing Incentive Pilot (PIP) Program. **The BOOST team supported the development of this grant application, which resulted in a \$445,000 grant to help the city accelerate affordable housing production and preservation.**



Mural at the Needles Museum

Due to assistance from the BOOST Program, the City of Needles is also on track to receive additional services through the Housing Assistance Council (HAC), which provides support to rural communities with research, policy formation, and technical assistance to advance affordable housing efforts.

“We decided we were going to take a shot and make someone believe in the City of Needles. The BOOST team and SGC did, and the results are amazing.”

—*Rainie Torrance, Assistant Utility Manager*

“The City of Needles faces unique challenges because of our geography. The BOOST Program has provided the city an opportunity to be heard at the state level and has provided us with the expertise to achieve our goals in obtaining grants and developing policies to address our climate challenges.”

—*Patrick Martinez, Assistant City Manager, City of Needles*

► City of Rialto

About the City

Located in the Inland Empire near several major interstates and transportation hubs, the City of Rialto has grown exponentially in recent years due to the building of major distribution centers in the region. Given that Rialto is home to a high percentage of people of color with socioeconomic, health, and environmental burdens, equity and environmental justice are very important to the community.

Through the BOOST Program, the city aimed to address staff and capacity challenges by increasing training and coordination and forming collaborative partnerships. These partnerships will support the implementation of beautification projects and programs in its newly adopted climate adaptation plan.

Program Outcomes

The BOOST team identified early on that the City of Rialto would benefit from an increase in interdepartmental coordination. The city had experienced high staff turnover and had many new employees. On a bi-weekly basis, the BOOST team facilitated discussions between the city manager's office and various department staff to discuss approaches for collaboration and decision-making, especially for decisions in which city commissions and the city council wished to be involved. The BOOST team began its relationship by working with just one City of Rialto staff member, but throughout the partnership a dozen staff members were engaged, participating in climate funding and community engagement conversations, as well as contributing to the development of a straightforward approval process for pursuing grants.

Climate Resolve co-developed a Grant Process Flow Chart, which helped staff understand and visualize the proper process and information needed to obtain city council approval for pursuing a grant opportunity. This Grant Process Flow Chart development spurred conversations about what autonomy city department staff had to pursue grants, and what elements really needed further approval, thus reducing bottlenecks.

Having a clearer grant approval process helped ensure the city was positioned to apply for and **secure a \$7.8 million** Active Transportation Grant. The funding will support a project that will add 1.75 miles along the Pacific Electric Trail forming a 21-mile continuous facility for bicycles and pedestrians from Los Angeles County through the heart of San Bernardino County. The Climate Resolve team also used the process to help develop a **\$3,245,000 Clean California Grant** application for the city's Foothill Gateway Beautification Project, which focuses on the enhancement and beautification of one of Rialto's major arterials. If secured, this funding — still pending as of August 2023 — will add bus shelters, benches, trash receptacles, new signage, and a monument to the area and will convert paved medians to



Rialto Banners

Through the BOOST Program, the city aimed to address staff and capacity challenges by increasing training and coordination and forming collaborative partnerships.

raised medians with trees and drought-tolerant landscaping.

Emphasizing Existing Community Connections

Both projects were driven by community input. Building off prior engagement processes, the BOOST team helped the city understand the strong existing connections it already had with its community stakeholders and documented those in a Community Landscape spreadsheet list. This list will serve as the basis of community engagement for all Rialto planning needs, including the city's upcoming general plan update processes.

The BOOST team helped the City of Rialto kick off its general plan update with a pop-up event, in partnership with Place It!, a design engagement firm, which used an interactive model of the city that allowed community members to design their ideal city by adding in green spaces, transportation options, and other environmental justice and land use ideas. The team engaged with more than 50 people from toddlers to adults.

The City of Rialto will now begin its selection process of a Community Advisory Committee (CAC), which will be the main stakeholder body to advise the planning effort. The BOOST team helped develop the application for this process, which will allow the City of Rialto to select members based on their community involvement, affiliations, and geography. The CAC will act as a centerpiece of the public engagement process, and it will be essential to ensure diverse contributors to the city's general plan update.



Rialto Playground

► South San Francisco

About the City

The City of South San Francisco, known affectionately as “*The Industrial City*,” is experiencing a period of transition. Once a center of heavy industry, the city is now an ethnically diverse and more residential community, home to many working-class families. Throughout the city, there are pockets of low-income, high-need neighborhoods vulnerable to displacement.

Prior to applying to the BOOST Program, the city underwent a massive planning effort, completing its Orange Memorial Park and Centennial Way Trail Master Plans, 2040 General Plan update, climate action plan, and a master park plan update. The city hoped its partnership with the BOOST Program would help identify funding to implement those plans while expanding its engagement efforts to bring new voices into city planning and implementation projects, with a specific focus on Asian and Latinx communities.

Program Outcomes

The BOOST team explored a multitude of grant opportunities, and ultimately identified more than 15 grants for review and discussion with the city and state grant representatives. Navigating the intricate landscape of qualifying for state funding in the City of South San Francisco presents its challenges, particularly when considering the city’s map of disadvantaged communities. Within the CalEnviroScreen 4.0 framework, only a handful of areas fall within the elusive 80+ percentiles. Similar to numerous cities in the Bay Area, income limits for disadvantaged communities, another qualifying criterion, consistently exceed the required state average. This relentless pursuit of grants not only achieved tangible results, but also served as a capacity-building endeavor for the BOOST and South San Francisco teams, fostering expertise in grant exploration and relationship building with the state representatives.

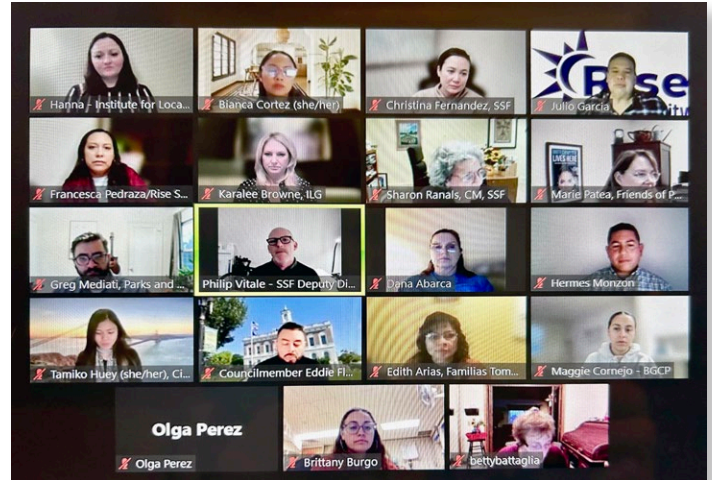
The BOOST team helped write the **city’s largest grant achievement, a \$2.4 million award** from the CalTrans Clean California Program, which will fund the city’s Centennial Trail Outdoor Recreation and Education Enhancement Project. This project will transform an undeveloped fallow patch of dirt into a shared community space. The project will also improve equity, health, and education outcomes for one of South San Francisco’s most underserved neighborhoods.



Centennial Park Plans

Taking a Proactive Approach to Community Engagement

ILG and the City of South San Francisco took a proactive approach to community engagement by hosting a unique virtual meet and greet. The purpose of the event was to foster collaboration and knowledge sharing among city leadership and staff, non-profits, and community stakeholders. Community-based organizations had the opportunity to share their work, discuss collaboration opportunities, and identify the resources needed for inclusive engagement. Discussions focused on ongoing projects and how the city and its partners can engage and support vulnerable residents. Key outcomes included establishing personal connections, identifying culturally appropriate engagement strategies, and exploring collaborative projects. This proactive engagement showcased the city's commitment to meaningful community involvement, paving the way for stronger partnerships and positive change in South San Francisco.



South San Francisco Virtual Meet & Greet

“Participating in BOOST is one of the best things the city has done to advance its sustainability and equity goals. The BOOST team provides invaluable guidance and technical assistance, helping the city secure over \$3.2 million in grant funding. Additionally, BOOST staff host trainings for city staff centered around public engagement and equity. BOOST provides policy guidance and shared best practices of model sustainability initiatives. The city is fortunate to have the expertise of the BOOST team to advance our climate action goals.”

— Vice Mayor Mark Nagales,
City of South San Francisco

Making the Most of State Investments: Recommendations for the Future

Diversity in Communities Fosters Success and Learning

In this round of BOOST, a priority was placed on selecting the most under-resourced communities with a particular focus placed on smaller, rural communities that are exceptionally under-resourced. While these were often the most vulnerable communities, the selection may have limited the opportunities related to grant competitiveness. First, because many of the BOOST communities had similar needs, the technical assistance team often found themselves overwhelmed when certain grants were released. On more than one occasion, the team was working on applying for the same grant opportunity for all seven BOOST communities. Second, three of the BOOST communities were in the same region of the state, which also may have created unwanted competition between program participants for certain grant programs. Lastly, selecting such similar communities may have limited the size and type of projects for which the BOOST team could seek and secure funding.



In addition to limiting grant opportunities, the lack of diversity in BOOST communities may have also limited learning opportunities. In the BOOST Pilot Program, participating communities benefitted from hearing innovative ideas from larger, higher capacity local governments during the community of practice sessions. The diversity in needs and sophistication of the original BOOST Pilot cohort fostered the sharing of different viewpoints and created a community where everyone learned about the unique challenges and opportunities of communities of varied sizes, geographic locations, and budgets.

Consider Opportunities and Constraints of Forming Partnerships with Community Based Organizations

In the RFP response for BOOST, ILG proposed \$30,000 of the funding be reserved to help compensate community-based organizations (CBOs) interested in partnering with the selected BOOST communities. This model of compensating community organizations for their contributions has proven successful in other projects that ILG has led, such as through the development of the City of San Diego's climate action plan update and reach code as well as the implementation of the San Joaquin Council of Government's Sustainable Transportation Equity Program grant.

These partnerships help reach traditionally under-engaged communities, such as hard-to-reach residents that may be absent in important civic processes. The reasons for their disengagement could vary from being unaware of traditional engagement processes and activities, or being unable to participate because of scheduling, lack of access or ability to engage, facing language barriers and/or having low trust in government. Community-based organizations can be an important resource for helping bridge the gap between the local governments and the communities they serve. They can often serve as trusted messengers that the municipalities can work with to share information and engagement opportunities, review messaging and materials to ensure they are culturally competent and translated appropriately, and help build trust between the government agencies and the residents they serve.

The opportunity to allocate funding to CBOs was presented to all of the BOOST communities, but it was not taken advantage of it for various reasons. Some of the communities did not have established 501(c)3s in their community that could accept the funding. In another example, the city was concerned about offering this compensation opportunity to their community organizations on a limited term basis because they did not want to set an expectation that they could not continue after the conclusion of the BOOST Program. Although this tool was not utilized by any of the cities in this cohort, the project team has found this strategy to be very successful in other projects and could therefore be useful to future BOOST participants. It is important to take the time to assess what relationships exist, support building meaningful relationships with community organizations and non-profits, and explore how to make those relationships sustainable. Providing grant funding to small CBOs can be one component of building trusting, meaningful, and sustainable relationships.

More Time Means Better Outcomes

Although the program is designed as a two-year commitment, part of that time is spent selecting the communities, then developing MOUs with those communities. This makes the actual time spent with each community closer to 18-months, four to six of which are spent getting up to speed on the opportunities and challenges of each community and educating them on what might be possible to assist them with through the program. In the wrap-up survey (see appendix), most of the communities said they would like two to three full years of technical assistance so that the BOOST team could help them with a project from start to finish, especially when considering that grant projects often require 6-12 months for notification of award and contracting.

Community-based organizations can be an important resource for helping bridge the gap between the local governments and the communities they serve.

Site Visits Speed up the Progress

Due to limited funding and lingering COVID-19 concerns, the BOOST team conducted its site visits midway through the program. In hindsight, this program would benefit from conducting site visits prior to the selection of the BOOST communities or shortly after the partners are selected. Site visits offer a unique opportunity to assess the interest and capacity limitations of staff and elected officials of a particular community, while also helping to manage expectations, build trust and provide an overview of the opportunities the program can offer. In addition, allocating sufficient additional funding to conduct multiple site visits and travel opportunities would allow the BOOST team to better aid participating communities, specifically in relation to supporting in-person public engagement and training activities.

Understanding the Needs Before Selecting the Support

Like many technical assistance programs, the technical assistance providers are selected and defined well before the communities that will receive the technical assistance are identified. Because the BOOST Program strives to offer a wide variety of capacity building activities tailored to suit the needs of the selected communities, it would be advantageous to be able to select project team members after the selection of partner communities to ensure that the team is able to meet the individual needs of those communities. For example, many of the BOOST communities identified that they would like technical assistance with economic-development related activities. In several small and/or rural communities, economic development impacts everything, particularly climate and equity opportunities and concerns. Unfortunately, there was no room or flexibility in the budget to bring on an expert in this topic to support the BOOST team with achieving those goals. Fortunately, the California Coalition for Rural Housing was selected as part of the BOOST team, and housing was a major focus and need for many of our BOOST communities, particularly the rural jurisdictions. Because many of the BOOST team members serve as technical support for other state and local programs, and because ILG offers education and training on a wide variety of subject areas, the team was also able to leverage our broad-based knowledge and resources to creatively achieve the cities' goals and mobilize additional support.



Conclusion

As the state and federal governments continue to roll out new and innovative grant funding programs to support climate and equity goals, it will be important to continue to fund technical assistance programs to strengthen the capacity of the grant applicants and improve their performance and management of funds. The BOOST Program provides flexible technical assistance that helps ready local agencies with not only applying for grant programs but also fostering learning opportunities and building relationships that will lead to more community-led projects, planning, and policies. Furthermore, the flexibility of the BOOST Program allows the technical assistance team to assess the strengths and needs of the communities, the desired outcomes, the context, and the available resources of each individual community so that they can determine the customized level of support to provide.

To be effective, all levels of technical assistance require stable and trusting relationships. BOOST Program participants must have confidence that their technical assistance providers understand the context of their work; have the expertise needed to address their needs; will be dependable, timely and thoughtful in their responses; and will provide resources that are high quality and relevant to their needs. Through the BOOST Program, local agencies feel respected and trust that their privacy will be protected and that their time will be well spent. The BOOST Program was successful at developing partnerships, leveraging resources, and reducing duplication of efforts by bringing in additional experts, partners, and other technical assistance providers to assist each BOOST community.

All of this resulted in helping BOOST communities master new skills and processes that will help build capacity long after the BOOST Program support concludes. In short, the BOOST Program is the right kind of support at the right time for the state of California.

The BOOST Program provides flexible technical assistance that helps ready local agencies with not only applying for grant programs but also fostering learning and building relationships that leads to more community-led projects, planning, and policies.

Acknowledgements

The ILG team would like to thank our BOOST Program team: The California Coalition for Rural Housing, Climate Resolve, and Farallon Strategies. We are also grateful for the continued partnership with the California Strategic Growth Council and the California Climate Investments Program.

We would also like to thank the staff and elected officials at each of our BOOST communities who continue to inspire us with their dedication and unwavering commitment to the communities they serve.

Program Team

Institute for Local Government



Founded in 1955, ILG is a non-partisan nonprofit organization that functions as a resource intermediary. ILG connects California's local governments, elected officials, and staff with a variety of training, tools, resources, and assistance needed to address the most pressing issues communities face across the state. ILG's programs serve public servants throughout California communities – large and small, urban and rural – who face a variety of unique challenges. We offer conscious counsel and practical, easy-to-use resources so our state's 2,500 cities, counties and special districts can effectively implement policies on the ground. Our work falls within the four main pillars of:

- Leadership & Governance
- Public Engagement
- Sustainability & Resilient Communities, and
- Workforce & Civics Education

Visit www.ca-ilg.org to find out more.

California Coalition for Rural Housing



With 40 years of affordable housing and community development technical assistance, research, and program and policy development — in addition to a rich network of partners throughout the state and across the nation — the California Coalition for Rural Housing (CCRH) is an ideal technical assistance provider to help California communities engage in the State's Climate Investment programs. Visit www.calruralhousing.org/ to find out more.

Climate Resolve



Climate Resolve is a Los Angeles-based 501c3 tax-deductible non-profit organization founded in 2010 that focuses on local solutions to global climate change and works to achieve outcomes that bestow multiple benefits. Climate Resolve works to make California more equitable, just, livable, prosperous, and sustainable today and for generations to come by inspiring people at home, at work and in government to reduce greenhouse gas emissions and prepare for climate impacts. We fundamentally believe that climate solutions must benefit all, especially those who are most affected by climate change such as residents of Indigenous and People of Color. Visit www.climateresolve.org/ find out more.

Farallon Strategies



Farallon Strategies (FS) is a catalytic partner to communities and organizations that take bold actions to address climate change and resilience. FS collaborates with stakeholders across the United States to pilot, test, and/or scale initiatives. Our expertise is rooted in our diversity of experiences and passion for creating a better world. FS was launched in September of 2020 to activate emerging opportunities that support transformative change in climate and resilience governance, strategy, policies, programs, and projects in California and beyond. Incrementalism is no longer sufficient to drive the change we need to stabilize our climate and emerge a prosperous, equitable, and vibrant society for future generations. We help to spur innovation around climate change, sustainability, and resilience to transcend incrementalism. Visit <https://farallonstrategies.com/> to learn more.

California Strategic Growth Council



The **California Strategic Growth Council (SGC)** is a cabinet-level body chaired by the Director of the California Governor's Office of Planning and Research tasked with coordinating and working collaboratively with public agencies, communities, and stakeholders to achieve sustainability, equity, economic prosperity, and quality of life for all Californians with a focus on the state's most disadvantaged communities. SGC implements its mission through four key activities: making investments in infrastructure and conservation programs; conducting outreach and providing technical assistance to support of communities seeking to access these investments; and leading and supporting integrated policy initiatives that align with SGC's mission. Visit www.sgc.ca.gov to learn more.



A Special Thank You to Our BOOST Communities!

CITY OF BARSTOW

CITY OF LA PUENTE

CITY OF MAYWOOD

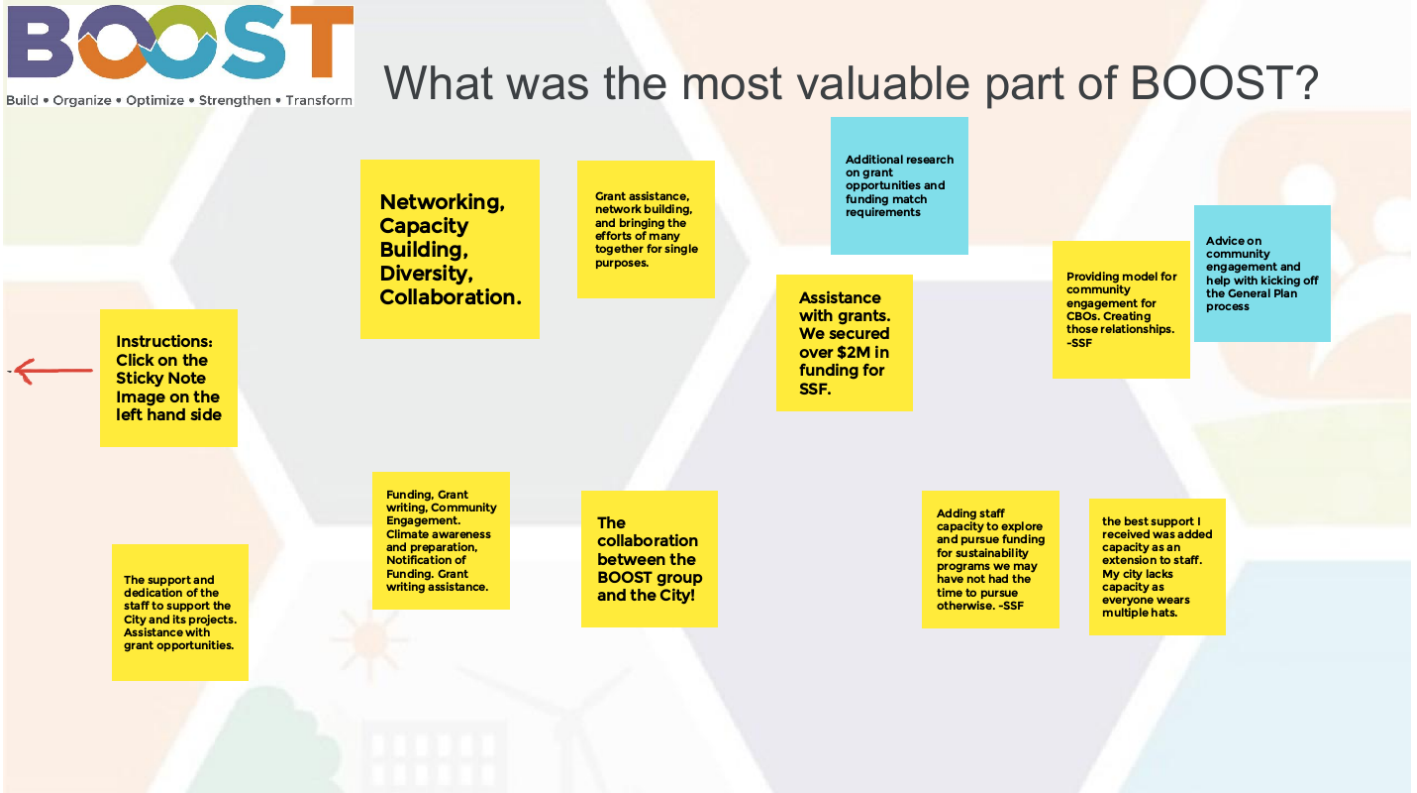
CITY OF MCFARLAND

CITY OF NEEDLES

CITY OF RIALTO

CITY OF SOUTH SAN FRANCISCO

Appendix A: Community of Practice: Feedback on the BOOST Program



What will you miss the most? What support do you need most moving forward?

Miss the comradery of the awesome BOOST staff!!!
-SSF

←
Instructions:
Click on the Sticky Note Image on the left hand side

Would love to continue to have BOOST provide introductions to state agencies when we have questions.
-SSF

Miss the connections BOOST provided to state and regional agencies to answer our questions. -SSF

The most support going forward is having someone to reach out to for assistance! You do not realize how important that is till it is no longer available!

Need support with identifying grant opportunities as staff capacity is limited. -SSF

Miss having the extra staff capacity to explore and pursue grant funding. -SSF

Will miss the regular check-ins since that kept staff on track with the City goals & projects. The additional wealth of knowledge, support, and exploring grant opportunities.

We'll miss regular check-in...exploring grant opportunities, advancing current efforts, the people! Hanna and Karalee are amazing partners/teammates!

We will miss the monthly checks in's and the amazing support of the BOOST group!

Everything.
This has been a great resource for the City.

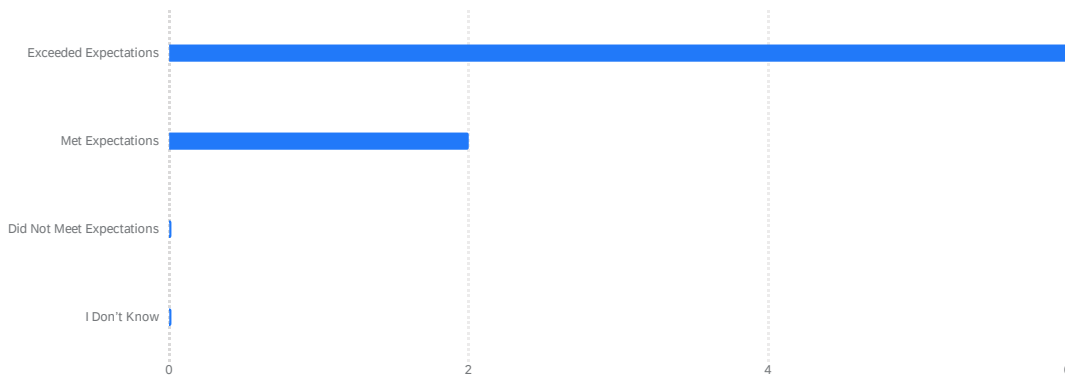
Networking. Meetings. Building Programs. Working towards goals. Finding resources

Appendix B: Post-Program Survey Results

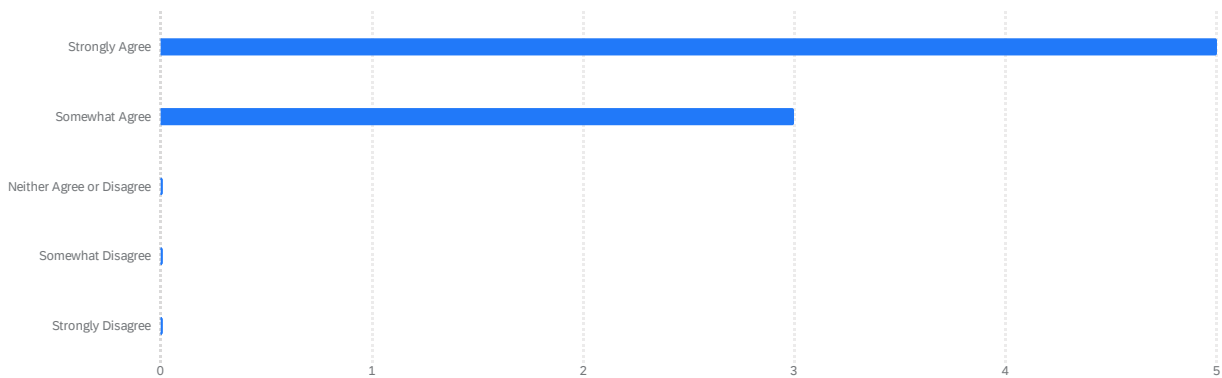
BOOST R2 Survey / Page 1

Responses: 15

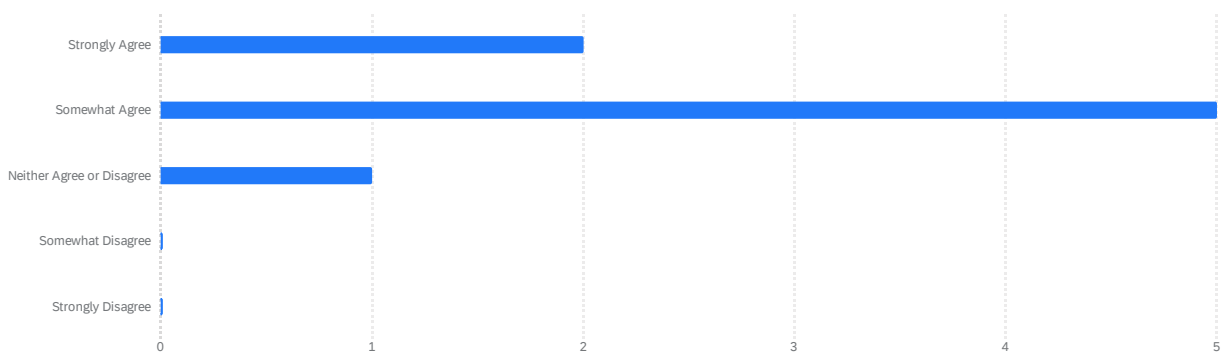
Did the BOOST Program and BOOST partnership with ILG meet your expectations? 9 ①



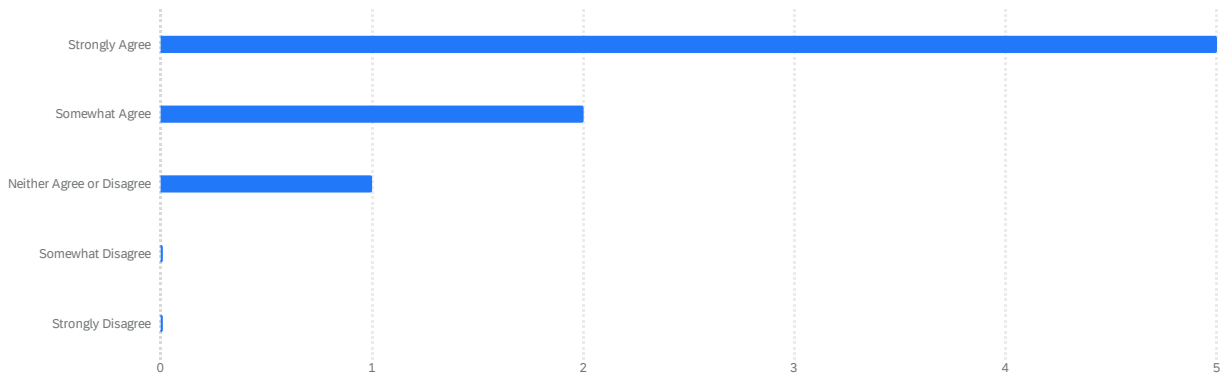
Through the BOOST Program, our agency has advanced our climate goals. 8 ①



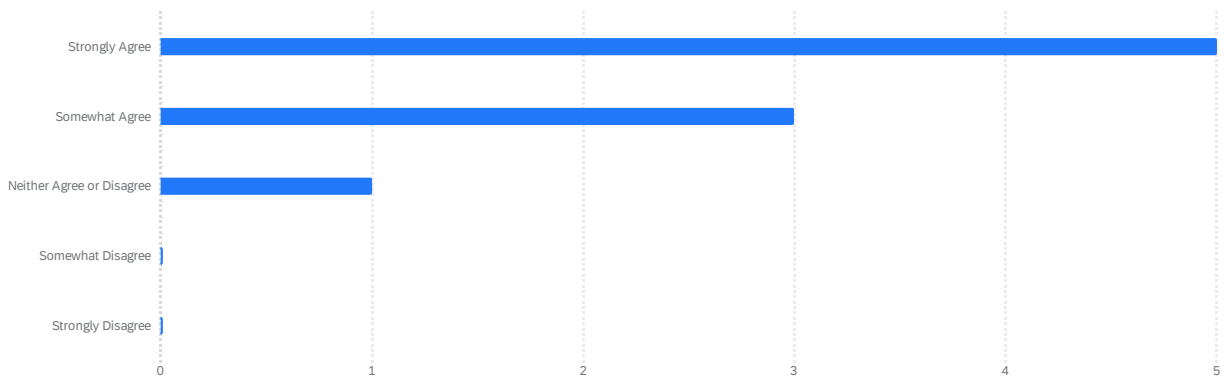
Our agency's leadership (i.e. elected officials/city manager) has a deeper understanding of how to take climate mitigation, adaptation and resiliency into account when making local and regional policy decisions. 8 ①



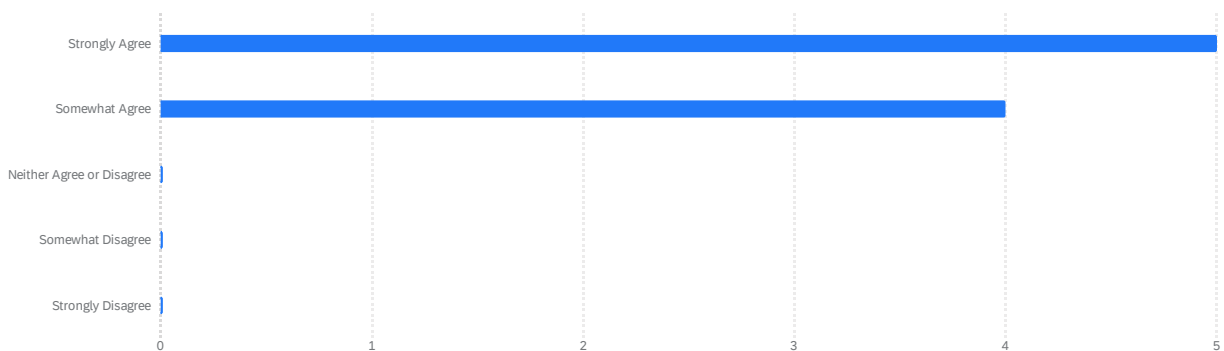
Our agency's staff has a deeper understanding of how to connect climate mitigation, adaptation and resiliency to our day-to-day work. 8 ⓘ



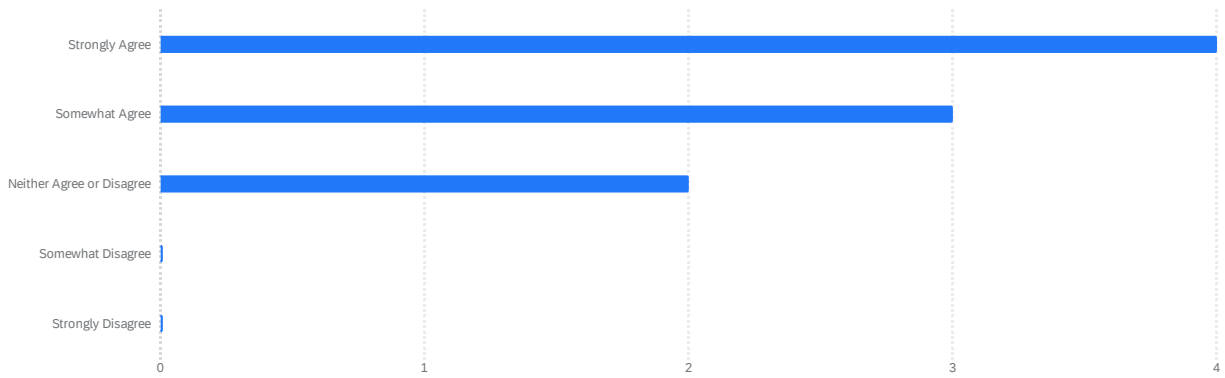
Because of the BOOST Program, our agency is more equipped with knowledge and resources to better incorporate social equity in decision-making. 9 ⓘ



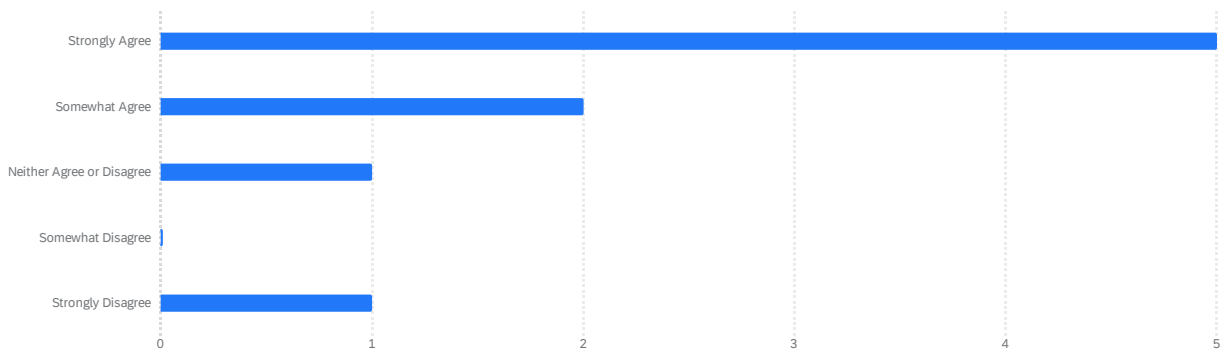
Because of the BOOST Program, our agency is more equipped with knowledge and resources to better incorporate inclusive and meaningful community engagement into our planning processes. 9 ⓘ



Because of the BOOST Program, our agency's staff are better connected with state agency staff and have a better network of contacts at the state level. 9 ⓘ



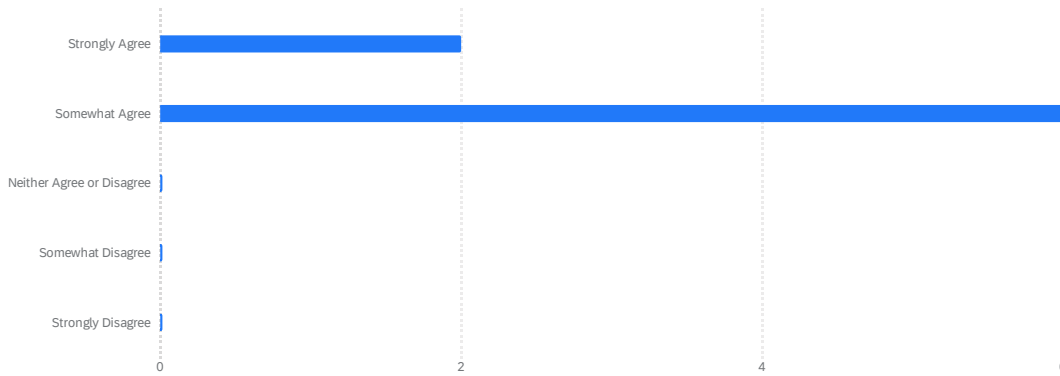
Because of the BOOST Program, our agency's staff are better connected with California Climate Investments grant opportunities and have a deeper understanding of grant requirements. 9 ⓘ



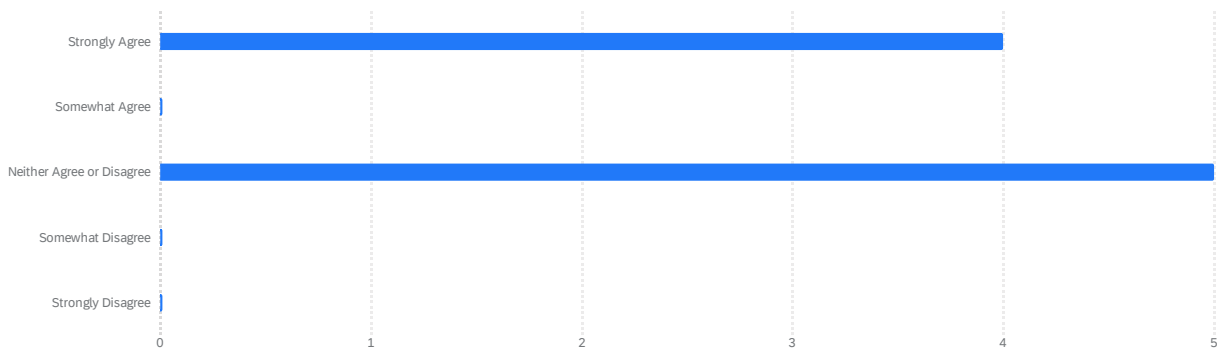
The BOOST partnership helped our agency build stronger connections with a diverse group of community-based organizations and stakeholders around climate, housing, equity and/or transportation. 9 ⓘ



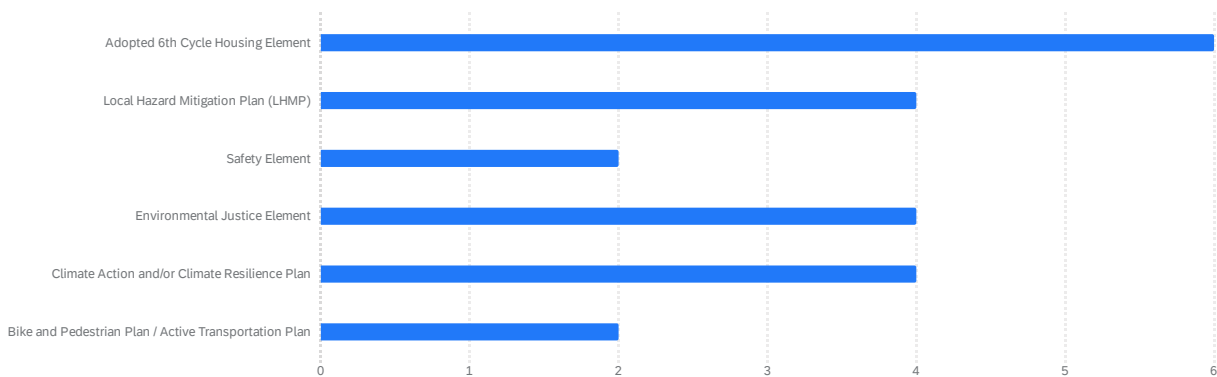
Our agency has benefitted from stronger internal communication and collaboration because of the BOOST partnership. 9 ⓘ



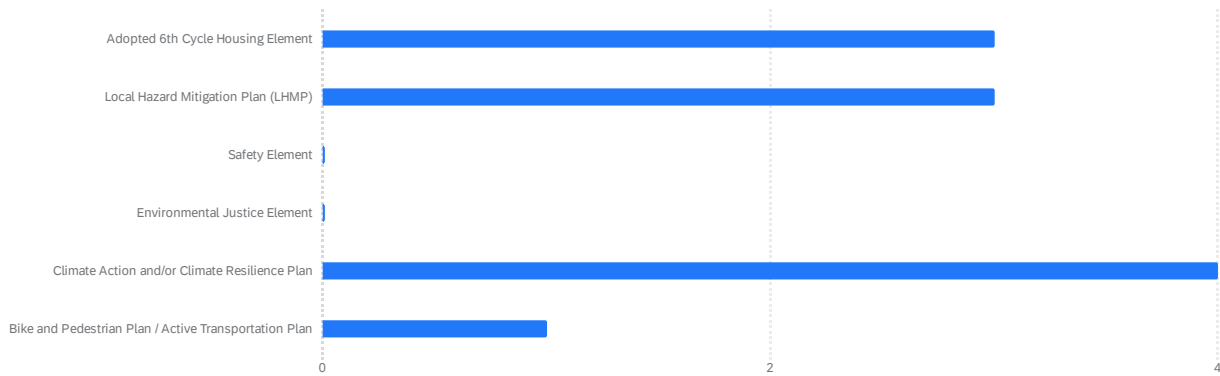
The BOOST Community of Practice conversations (peer to peer learning calls) and the monthly BOOST e-newsletters helped me connect to and learn from peer communities. 9 ⓘ



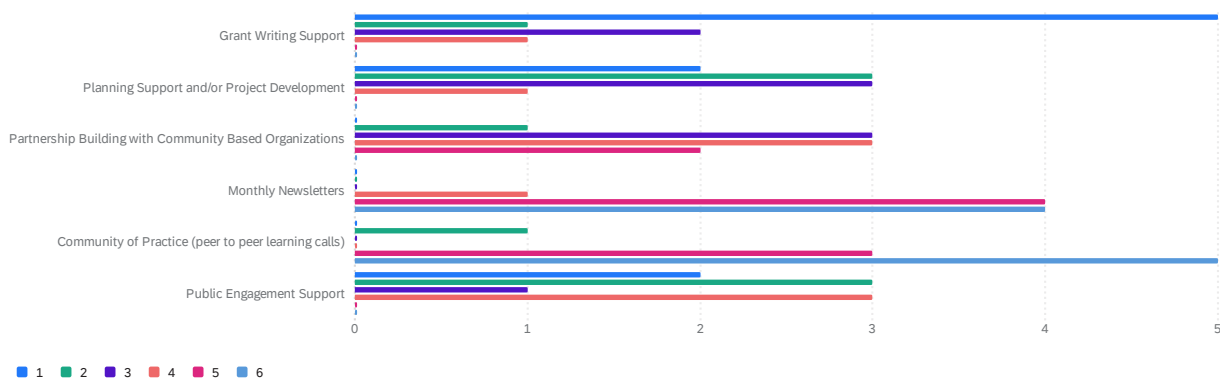
Which of the following planning documents did your agency NOT have at the start of the BOOST Program? (select all that apply) 7 ⓘ



Which of the following planning documents did your agency complete or receive funding for during the BOOST Program? (select all that apply) 6 ⓘ



Rank in order, the most beneficial aspects of the BOOST Program 9 ⓘ



In your experience, what are the highlights and accomplishments that made the BOOST partnership successful? ⓘ

Added/extended capacity. Searching for and/or avoiding certain grants. Boost helped us get a grant to update our local hazard mitigation plan. In partnership with ILG and Farallon, we're updating our Safety Element and adopting a new EJ Element. TIERS training was extensive, but helpful.

For myself, the BOOST partnership was excellent. Working for a small City with staff that wears various hats, it can be hard to prioritize taking advantage of all the opportunities offered to local municipalities. BOOST team helped us to alleviate some of those stresses by assisting our staff with grant applications, putting together RFQ's, and the list goes on. The willingness to assist was refreshing and helped motivate us to continue pursuing opportunities to expand our policies and plans surrounding various topics.

The new connections, cooperative planning, support, grant experience, becoming a City to obtain a Beacon award, assisting staff to become better leaders and an understanding of local government operations.

The city was concern about missing funding opportunities available to address climate action and other citywide concerns. BOOST provided not only excellent communication but also increase the awareness of funding opportunities and assisted in applying for the grants. Additionally, BOOST introduced the city to a larger network of services, agencies, and organizations. This increase the capacity of the City to foresee environmental milestones and seeking the funding to implement them. Finally, the BOOST members and all associates have been magnificent to work with

The overall collaborative partnership between the City of Needles and BOOST, lifelong relationships were built. BOOST assisted in advocating for much needed funding opportunities in Needles. There are too many accomplishments to list! The 18 months went by way to fast and looking back its unbelievable all that was accomplished for the City of Needles with BOOST.

BOOST helped us secure grants and aggressively pursue opportunities that are helping us build new parks and amenities for our community.

Thank you for being a part of BOOST! We hope you'll stay in touch. ⓘ

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N/A	N/A	N/A
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N/A	N/A	N/A
N/A	N/A	N/A